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INTRODUCTION BY THE ADMINISTRATOR

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I. PURPOSE

1. In the light of Executive Board decision 95/22, the introduction to the annual report of the Administrator has been reorganized to provide an overall account of organizational performance under the first UNDP corporate plan (the 1995 UNDP Plan). The main trends in implementing the five operational objectives of the Plan are assessed and achievements and areas for improvement are highlighted. More detailed information about the activities of UNDP during 1995 is provided in the main programme record (DP/1996/18/Add.1).

II. UNDP IN THE EMERGING CONTEXT FOR DEVELOPMENT COOPERATION

2. As the United Nations marked its fiftieth anniversary during 1995, new ideas about the future of development cooperation in the post-cold-war era continued to emerge. In many quarters, strategic thinking centred on more equitable and sustainable models of progress based on stronger capacities to achieve good governance, broaden popular participation, reduce poverty and regenerate the environment. From the high-level meeting of the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD), through the General Assembly debate on the recommendations of the Secretary-General on a new Agenda for Development, to the World Summit on Social Development (WSSD) in Copenhagen and the Fourth World Conference on Women in Beijing, international attention converged on these issues. Against this background, the reform of official development assistance (ODA), the reform and strengthening of the United Nations as a force for development and the enhancement of the role of UNDP in development remained key considerations.

3. By synthesizing, testing and advocating the paradigm of sustainable human development (SHD), UNDP has refocused its efforts since 1993 on a mission more responsive to the emerging global context. At the same time, UNDP has also acted decisively within the United Nations system to initiate reforms aimed at improving the efficiency and quality of its services. Calls for change have therefore found the organization in the process of reinventing itself. In early 1995, following extensive consultations about the future - within UNDP and between it and its major stakeholders - the organization adopted a strategic framework that consolidates its new mission, goals and strategies in a single policy document. The framework builds on initiatives for change begun in the fifth cycle and reflects Executive Board decision 94/14, in which the Board endorsed the mandate of UNDP for SHD. It repositions the organization in support of three essential goals: as a global resource for SHD; as a unifying force for SHD within the United Nations system; and, most of all, as the sponsor of, and catalyst for, country-driven and country-owned programmes in SHD.

4. In its decision 95/22, the Executive Board acted to focus the work of UNDP in SHD on priority development needs, making poverty eradication the overriding priority of UNDP. The Board urged UNDP to concentrate on areas where it has demonstrable comparative advantage, in particular, capacity-building. Secondary but still vital objectives that typically support poverty eradication, such as the advancement of women, the regeneration of the environment and the creation of sustainable livelihoods, were reaffirmed.

. In order to operationalize its new framework, UNDP also issued its first organization-wide plan of action in June 1995. The 1995 UNDP Plan aims to link the aggregate goals of the organization with the working-level objectives of units through five intermediate operational objectives considered by senior managers to be major organizational priorities. The introduction of these planning tools has given UNDP a more systematic basis for putting models of change into practice.

. Recognizing the central role of its own human resources in carrying out these organizational strategies, UNDP moved towards a people-centred approach to management, as described in the human resources management strategy, approved by the Strategy and Management Committee at the end of 1995. Following three consecutive post-reduction schemes, UNDP embarked on a programme to rebuild its substantive and administrative capacity through staff development activities and career advisory services. Special measures were taken to recognize high performers and to provide career development for General Service and national Professional staff, which constitute the large majority of UNDP personnel. Important initiatives were put in place to advance women and to build commitment to organizational changes. For locally recruited staff, UNDP led United Nations-wide improvements in conditions of service and installed better security arrangements in country offices.

III. THE MANAGEMENT OF CHANGE: PERFORMANCE UNDER THE 1995 UNDP PLAN

7. The following assessment is based on quarterly bulletins derived from the multilevel monitoring system of UNDP. This system, in certain key respects, is not yet equal to the task of supporting comprehensive reports on organization-wide endeavours. While monitoring takes place at all levels of UNDP, from country offices through regional bureaux and central units up to senior management, the reporting chain connecting these levels needs to be linked together more consistently. Managers also need to develop a stronger culture of monitoring in their units and to concentrate on information relevant to progress under the UNDP Plan. This weakness is being addressed through the introduction of standardized formats for unit work plans, the adoption of more consistent performance indicators and the designation of fixed reporting officers in all units. In the meantime, every effort has been made to appraise and summarize the most important trends, achievements and areas for improvement under the five operational objectives of the 1995 Plan.

A. Strengthening country offices for the operationalization of sustainable human development

8. The intent of this objective was to support UNDP country offices in becoming more effective development resources and to encourage them to convert SHD goals into quality programmes responsive to country-specific priorities. To move forward in this direction, the 1995 UNDP Plan sets out a series of products and services in nine identified key results areas. For the sake of brevity, the nine areas have been grouped under five headings in this report.

1. Guidelines, policies, procedures and success stories

9. Work begun in this area during 1995 indicates that support to country offices in the form of clear programme guidelines, technical notes and procedures to assist them in designing SHD programmes is proceeding apace, and will be accelerated when a learning package on SHD in the country context is disseminated in April 1996. Such support will also continue to encourage country offices to exercise their own ample initiative in programme design. Reformulation of country programme guidelines to reflect the new instrument of the country cooperation framework commenced and is well under way. Similarly, simplifications of project document formats and management procedures are planned for 1996. A system for programme oversight, review and support has been set up as part of the new arrangements for programming. In December 1995, the first set of programming procedures was released, and the rest are to follow shortly.

10. Other positive results in this area included the completion and distribution to country offices of: the new policy orientation paper of the United Nations Capital Development Fund (UNCDF); procedures covering programming for SHD under the Global Environment Facility (GEF); and a UNDP policy paper on desertification.

11. Headway was also made in the dissemination of successful SHD initiatives. Thirteen such cases were prepared on the basis of lessons learned in all regions and were circulated widely. The Regional Bureau for Africa (RBA) and the Regional Bureau for Asia and the Pacific (RBAP) produced periodic reports on their operational experiences, and success stories were also regularly cited in the UNDP electronic bulletin, "UNDP FLASH".

2. Capacity-building in governance and poverty eradication

12. Capacity-building is one of the most distinctive forms of UNDP action aimed at helping to create enabling environments for people's sustained participation in their own development. An important 1995 result in this area was the preparation of national human development reports and SHD analyses as instruments of policy dialogue and programme development. More than 30 countries have prepared national human development reports with UNDP support. This work drew heavily on the achievements of the global Human Development Report. In addition, 32 countries and territories received assistance in formulating enabling strategies for SHD: Bahrain, Bolivia, Botswana, China, Djibouti, Egypt, El Salvador, Guinea, Iraq, Jordan, Kuwait, Lebanon, Malawi, Morocco, Pacific Island countries (11), Pakistan, Philippines, Qatar, Sudan, Turkey, Ukraine, and the United Arab Emirates. They are likely to be joined by the 40 or more countries now drawing up country cooperation frameworks for presentation by the end of 1997.

13. This upstream trend was accompanied by the promotion of perspectives on governance in the plans, budgets and socio-economic strategies of various public institutions. Assistance for institutional change was a related priority. For example, UNDP was asked by the national authorities in Papua New Guinea to lead donors in supporting the country's new, decentralized governance system. In

Lebanon, a technical cooperation coordination unit was established within the Ministry of State for Administrative Reform. The unit not only supports Government-donor coordination but also oversees the nation-wide administrative rehabilitation programme. Under the Special Programme of Assistance to Africa, UNDP chairs the Civil Service Reform Working Group and, during the year, coordinated the drafting of guiding principles for civil service reform. These are expected to underpin donor support to the region's efforts to reduce bureaucracies and improve performance. In El Salvador, UNDP continued to support nascent democratic institutions, judicial and electoral reform and the economic reintegration of former combatants.

14. Through the direct communication link on key priority matters which the Administrator's office maintains with the field operational arm (the "direct-line communiqués"), the UNDP conceptual framework, "From Poverty to Equity: An Empowering and Enabling Strategy" was transmitted to all country offices as a guide to action. The strategy set out some key UNDP responses to Commitments 1 and 2 of the Copenhagen Summit. It has provided a framework for strengthening efforts to attack the structural causes of poverty and to foster enabling conditions for overcoming it. Among measures it recommends are helping countries to: build capacity for responsible governance; integrate social and economic policies; and remove systemic factors that limit equality and equity.

15. Following up on these direct-line communications, many country offices assisted host Governments to form coalitions with civil society and to prepare and launch national poverty eradication campaigns. In Botswana, for example, UNDP and the Botswana Institute for Development Policy Analysis began jointly to assess the extent of poverty in the country and to re-evaluate instruments for addressing contributing factors. Participating groups included local government authorities and representatives of civil society and academia. In Zimbabwe, UNDP assisted the Government to develop and launch its national poverty alleviation action plan. The plan targets the poorest, is decentralized and closely associates beneficiaries in its design and execution. Similar assistance in Nigeria focused on building capacity for seven interrelated goals: fostering an enabling policy environment; promoting functional education; delivering health services; creating sustainable livelihoods; protecting the environment; mobilizing civic groups; and generating financial resources.

16. In Thailand, UNDP is helping the Government to track progress towards poverty reduction using basic minimum needs standards, consisting of 37 indicators for measuring the level of development in 60,000 villages annually. Efforts are under way to improve household incomes, access to clean drinking water and vocational training. In Viet Nam, as part of a major post-WSSD programme, UNDP, together with the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF), published a comprehensive report on poverty eradication that provides a framework for joint action by the Government, donors and civil society. In 1996-1997, UNDP will conduct a living standards survey, the results of which will contribute to formulating national hunger and poverty eradication strategies.

17. UNDP in Egypt supported the establishment of the Social Fund for Development. Its target is to help to reduce the number of vulnerable people through job creation. UNDP is also helping the Government to create a national

poverty map, highlighting pockets of poverty, quantifying the size of the problem, prioritizing follow-up actions and devising an early-warning system for preventive action. In Jamaica, UNDP brought together representatives from the Government, the donor community and non-governmental organizations (NGOs) to prepare a poverty strategy that seeks to create jobs, recycle capital and empower communities to generate economic opportunities.

18. In Bulgaria, as a follow-up to the WSSD, UNDP assisted the Government to frame an employment and poverty-reduction strategy with the involvement of NGOs. The strategy builds on previous UNDP-supported analyses of the underlying causes of poverty in that country. Prompted by direct-line communications from UNDP headquarters and drawing on feedback from country offices, similarly far-reaching poverty-eradication initiatives were mounted in China, El Salvador, Ethiopia, Indonesia and Sudan.

19. The effective design, monitoring and evaluation of poverty programmes call for sound indicators of social development. During the year, several country-level initiatives were taken in this increasingly important field. In Djibouti, together with the World Bank, UNICEF, the Ministère de la coopération of France and the African Development Bank, UNDP has moved with the Government to collect and analyse human development and social indicators. In China, such assistance is geared to studying the experiences of other countries that systematically monitor their social development. In Malawi, UNDP is supporting the Government in the development of a monitoring and evaluation system to measure the extent and impact of poverty at the district level. UNDP in India is helping the National Council of Applied Economic Research to develop methodologies for SHD-sensitivity tests in national projects and programmes.

20. UNDP took some notable measures during 1995 to stimulate wider awareness of poverty issues at the regional level. The Regional Bureau for Arab States (RBAS) commissioned an intercountry study on poverty alleviation and sustainable livelihoods. RBA launched a model programme for civil society empowerment for poverty reduction. It also co-hosted with three non-governmental institutions a regional policy conference on partnerships for eradicating poverty in Africa. RBAP reformulated its ongoing poverty eradication programme, which focuses on grass-roots strategies and their implications for macro policy. It also initiated a cooperative programme for mobilizing civil society groups in countries of the South Asian Association for Regional Cooperation. RBAP was, moreover, actively involved in preparations for the November 1995 Ministerial Conference on Environment and Development in Asia and the Pacific, which emphasized the relationship between poverty eradication and environmental sustainability by linking the commitments of UNCED, WSSD, and the Fourth World Conference on Women.

21. The Regional Bureau for Latin America and the Caribbean (RBLAC) has commissioned studies on poverty and social reform both at the regional and national levels. Findings will be tabled at the next technical meeting of the secretariat of the Rio Group, a regional governmental structure that is following up on the Social Summit from a regional perspective. In Eastern Europe and the Commonwealth of Independent States, UNDP assisted 22 countries to prepare and issue national human development reports. The reports have helped to introduce SHD concepts to countries in transition and to stimulate debate on

priorities based on new data on their social conditions. They are now being used by Governments and country offices to map comprehensive strategies for poverty eradication.

3. Programme development in the four focus areas

22. Throughout the year, UNDP continued to reorient its programme to concentrate on the four focus areas defined in its new mandate. Activities typically represented a mix of both upstream and downstream initiatives, with more resources going to fewer programmes offering greater leverage. This trend away from scattered efforts has been under way since 1991 and is evident in the reduction by 30 per cent since then of the total number of projects in the UNDP portfolio, now down from 5,352 to 3,811 within roughly the same pool of global programme resources. During 1995, country offices continued to sharpen the focus of programmes in poverty eradication, employment, environment and the advancement of women. They also moved to strengthen the database on SHD through situational analyses, data generation and the preparation of country strategy notes and to support policy formulation on key development issues.

23. Headquarters units continued to support programme development by providing technical inputs to country offices and by helping them to clarify priorities. A number of useful publications and policy guidance papers were also issued. By and large, however, programme development took place in a decentralized setting. Feedback received from staff at regional or cluster meetings and through training sessions for resident coordinators suggests that some country offices expect a more consistent level of support and guidance from headquarters. The acceleration and enhancement of headquarters support services has been taken up as a matter of high priority by senior management, and new interbureau structures will be established in 1996 to address this important need.

24. The nature of recent project approvals indicates that country offices have made strong efforts to promote activities in SHD, drawing on their own talents and on new strengths such as the advisers in economics, sustainable development and HIV/AIDS recently placed in the field. A full listing of projects approved in 1995 is under preparation and will be available by mid-1996. Meanwhile, the annex to the present document lists a sample of 1995 project approvals arranged under the four focus areas of the Programme. A fifth, cross-cutting category, governance, has been added. This sample shows that trends in programme development during the year were very much in line with the new programme mandate of UNDP.

25. In addition to these country-level efforts, several initiatives were taken centrally to support the focusing of programmes on high-priority development needs. Among them, the following may be cited.

Poverty eradication and sustainable livelihoods

26. Two publications entitled "Poverty Eradication: A Policy Framework for Country Strategies" and "Sustainable Livelihoods and Poverty Alleviation" were made available in draft form to country offices to help to clarify policy and support programme formulation. As noted earlier, the major UNDP strategy

document, "From Poverty to Equity", was also distributed to the field offices. The strategy is operational in nature and focuses on ways and means to design responsive poverty-related programmes. In addition, a set of technical support modules on the monitoring and assessment of national poverty eradication strategies has been conceived. The first module will be released in early 1996. UNDP has also joined the World Bank and UNICEF to coordinate and harmonize methods of collecting and compiling poverty-related data and to exchange experiences of working in countries with different levels of poverty. In sustainable agriculture and food security, a joint strategy effort with the Food and Agriculture Organization of the United Nations (FAO) and some major donors was launched. Collaboration is expected to yield practical guidance on frameworks and methods for programme development.

Advancement of women

27. The 1995 Human Development Report raised the profile of gender issues in international policy circles and prompted searching assessments of the situation of women, often the most impoverished members of society. In the light of these analyses, a UNDP strategy paper spelling out the organization's role and responsibilities in the advancement of women was prepared in consultation with country offices, United Nations specialized agencies and selected civil society organizations. The strategy emphasizes the mainstreaming of gender activities and the development of gender-sensitive poverty indicators. It will assist country offices to respond to the Administrator's call for effective follow-up to the Fourth World Conference on Women.

28. The strategy is based on the selection of approximately 20 countries of experimentation, which span the five UNDP regions. Baseline assessments are being conducted in these selected countries to review UNDP gender-mainstreaming experiences and practices. This is designed to document successes in and obstacles to gender mainstreaming, identify models, share lessons across regions and develop indicators, guidelines and benchmarks for future programming. Learning networks are being strengthened, including the network of gender focal points in country offices, to initiate interactive learning and experience sharing.

Protection and regeneration of the environment

29. First drafts of new technical strategy papers in energy and water were prepared and discussed within UNDP and with outside professionals and experts. They will be available by June 1996. A strategy paper on combating desertification was updated. The two-year-old UNDP forestry strategy was re-examined and is undergoing revision. A UNDP interbureau forestry team is leading extensive consultations with resident representatives, the multi-donor Forest Advisors Group, the Intergovernmental Panel on Forests and an inter-agency task force consisting of the World Bank, the International Tropical Timber Organization, the United Nations Environmental Programme and FAO. Two new initiatives slated for development in 1996 are methodologies for the valuation of environmental capital and indicators of sustainable development.

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4. Thematic priorities for UNDP

30. In his statement to the Executive Board at its annual session 1995, the Administrator referred to ongoing discussions around the thematic priorities for UNDP. This intensive internal deliberation has been under way since April 1995 to establish the "focus within the focus" in the priority areas of poverty eradication, employment and sustainable livelihoods, advancement of women, protection and regeneration of the environment, and sound governance.

31. Through the Bureau for Policy and Programme Support (BPPS), UNDP decided to carry the consultations beyond the organization, and in late 1995 began to plan a series of informal consultations with the Executive Board on thematic priorities. Ten topics were identified for informal discussions that would be convened in early 1996 and a short note was prepared on each: sustainable energy; science and technology; sustainable livelihoods; food security; poverty eradication; gender in development; decentralized governance; aid management and accountability; water; and land degradation.

32. The major ideas for ways to sharpen the focus in each priority area have been captured in the proposals for the next global programme framework, which will be submitted to the Executive Board at its third regular session 1996. These proposals will describe the efforts that will be made to evolve methodologies, guidelines and other policy and programme tools on selected topics within the areas of focus.

5. Cooperation and communication between country offices and headquarters

33. Clear and responsive communication between headquarters and country offices is essential for the morale of front-line personnel and for the successful execution of change in an organization with 85 per cent of its staff posted around the world. In this respect, the Administrator's "direct-line communiqués" to resident representatives conveyed priority information and lucid guidance on organizational policies and strategies. In 1995, six comprehensive direct-line communiqués were issued. In addition, all regional bureaux fielded missions to promote joint work planning with country offices and also brought resident representatives together at cluster meetings during the year to clarify regional strategies and discuss operational priorities.

34. Reductions effected through the biennial budget exercise had direct implications for the structure and staffing of country offices. In this respect, 1995 was not an easy year for UNDP. The quality of consultation maintained between offices, regional bureaux and the Bureau for Finance and Administration (BFA), based on hard thought and transparent criteria, helped to resolve numerous difficulties. Two notable steps were also taken to give country offices more flexibility in their day-to-day work: simpler access to Special Programme Resources (SPR) by decentralizing approval authority to regional bureaux, and the introduction of more flexible procedures for financial and personnel management. A third step, new rules for programme implementation by NGOs, should be completed soon.

35. A significant development in 1995 was the approval by senior management of a decentralization initiative aimed at introducing improved procedures, operating systems and processes to empower country offices and enhance their services to host countries. The initiative will test various instruments, such as increased delegation of approval authority, results-oriented performance measurement and better systems of accountability.

36. While efforts such as these continue, a number of country offices point out that their work would also be appreciably enhanced by reducing the volume of information requests from various parts of headquarters; prioritizing demands on offices facing emergencies; and ensuring prompt responses to queries from the field. It is expected that the new UNDP communication strategy and programme management information system will address some of these matters. UNDP must also continue to give high priority to empowering country offices by connecting them with appropriate resources, information and expertise.

B. Resource mobilization and constituency-building

37. It is acknowledged that UNDP confronts development challenges of increasing complexity at a time when ODA is being restructured, resources available for multilateral institutions and the United Nations are declining, development assistance is increasingly targeted for humanitarian ends and constituencies for aid are eroding. Resource mobilization and constituency-building for SHD were therefore high on the 1995 agenda for action. Senior management responded with a strategy aimed at raising predictable, secure and sufficient programme resources and making UNDP better known in a wider constituency.

1. Funding for SHD

38. As part of this new drive, a strong effort has been made to instil a resource mobilization culture at all levels of UNDP and to support fund-raising by attending to programme quality and by linking specific products and services to national priorities and donor interests. Traditional and emerging contributors have entered the dialogue, which is now conducted on the basis of careful policy and budget cycle analyses and coordinated donor visits. To increase their core and non-core base, most of the bureaux have opened discussions with emerging contributor countries as well as with regional funding institutions. An ongoing action plan to promote non-core resources includes:

(a) Identifying sources of non-core financing and relating them to country-office resource mobilization targets;

(b) Seeking co-financing from Governments and multilateral development banks;

(c) Channelling more predictable non-core funds into the main UNDP priority areas;

(d) Sustaining thematic funds for longer periods;

(e) Organizing funding for preventive and curative development;

(f) Improving the round-table mechanism;

(g) Revising guidelines on co-financing;

(h) Conducting resources mobilization exercises.

39. Under the strategy, bureaux have succeeded in attracting additional funding for programmes on all continents, as illustrated in the accounts of activities in the regions provided in the main programme record (DP/1996/18/Add.1).

40. The total income of UNDP from contributions in 1995 amounted to approximately $1.8 billion, of which voluntary contributions to UNDP core resources accounted for more than 50 per cent while co-financing in the form of cost-sharing and trust funds and other extrabudgetary income made up the remaining part.

41. In addition, the UNDP-administered funds (the United Nations Capital Development Fund, the United Nations Development Fund for Women, the United Nations Volunteers, the United Nations Revolving Fund for Natural Resources Exploration, the United Nations Fund for Science and Technology for Development, the Energy Account and the Office to Combat Desertification and Drought) improved their funding base to $49 million in regular resources and $23 million in supplementary resources.

42. Based on the pledges received by March 1996 and taking into account estimates of voluntary contributions to UNDP core resources from countries that have been unable to announce pledges so far, 1996 contributions to the core resources of UNDP are expected to amount to around $900 million. This level is below the 1995 total.

43. Of the members of the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD/DAC) that have made pledges so far, key UNDP donors have either announced increases in their contributions or have maintained their 1996 contributions at the level of the previous year. Some of the smaller DAC countries have provided substantial increases. Contributions from two major donors for 1996 are estimated to be considerably lower than in previous years. Details are provided in the main programme record (DP/1996/18/Add.1).

44. Eight programme countries announced contributions of more than $1 million and several others increased their contributions for 1996. A number of programme countries, some of which are experiencing severe economic problems, have resumed their support to UNDP, and one country made a pledge to UNDP for the first time. Details are provided in the main programme record (DP/1996/18/Add.1).

45. According to UNDP preliminary statements, 25 new trust funds were established and three trust funds were closed during 1995. UNDP is currently administering 117 trust funds. Total income in trust funds amounted to $214 million, of which approximately half went to global funds (including the

Global Environment Facility, Montreal Protocol, Capacity 21); of the remaining trust funds, most went to Africa and to the Programme of Assistance to the Palestinian People.

46. Cost-sharing continued to be a major component of total UNDP resources. In Latin America, it remains by far the largest source of programme funding. According to expenditure figures compiled in 1995, during the fifth cycle, cost-sharing and trust funds accounted for 70 per cent of total programmable resources in the region, indicative planning figures (IPFs) for 9.6 per cent, management services agreements for 11.4 per cent and miscellaneous trust funds for 14.8 per cent.

47. Total cost-sharing income for Latin America in 1995 amounted to some $500 million. Africa received $35.8 million while in the Arab States some $25 million was mobilized in co-financing, most of which came from Governments. Asia received co-financing of $20 million while Europe and the Commonwealth of Independent States had cost-sharing income for national and regional programmes amounting to some $10 million.

48. UNDP-sponsored round-table meetings generated sizeable pledges for several African and Asian countries during the year. Notable examples include: Angola (over $1 billion); Bhutan ($65 million); Burkina Faso ($330 million); Gambia ($400 million); Laos ($500 million); Maldives ($79 million); Namibia ($585 million); Rwanda (over $1 billion). While these pledges mainly support nationally managed programmes, the catalytic role of UNDP in securing them is being recognized more widely.

2. Building the UNDP constituency

49. During 1995, UNDP launched a communication and advocacy strategy that aims to project a clear image of the organization as a global anti-poverty agency. The strategy also seeks to facilitate strategic alliances with key stakeholders and to contribute to resource mobilization. The emphasis is now on outward-looking attitudes towards information-sharing and advocacy, a more targeted approach to different societies and stronger media outreach by country offices.

50. For this purpose, the Division of Public Affairs, in cooperation with regional bureaux and the Office of Human Resources, began to organize public affairs training for resident representatives and deputy resident representatives as well as public affairs focal points, whom country offices were encouraged to appoint.

51. UNDP also developed an organization-wide campaign for establishing its identity at the major international conferences of 1995 and in their follow-up, as well as during events connected with the United Nations fiftieth anniversary. In the build-up to WSSD and the Fourth World Conference on Women, UNDP sponsored national papers, workshops, meetings with caucus groups, policy exchanges, tours of UNDP projects for journalists and a significant number of publications. These interventions facilitated a pre-conference consensus on several important follow-up commitments. During WSSD, the UNDP advocacy of initiatives to provide additional resources for social programmes, such as the 20/20 financing concept

and the Partnership Facility, generated interest in many quarters. In Copenhagen and Beijing, the UNDP poverty clock drew strong media coverage. However, surpassing even this was the "Beijing Express", the UNDP-sponsored train that ferried government officials and representatives of NGOs from Eastern Europe and the Commonwealth of Independent States who would otherwise not have been able to travel to China into the heart of the global debate on gender issues.

52. In 1995, UNDP took important steps to strengthen its cooperation with NGOs, encouraged by the assent of the Executive Board to a change in financial regulations that will facilitate UNDP work with these organizations. An agreement with the International Union for the Conservation of Nature was signed as the basis for future collaboration. The UNDP Geneva Office now houses a staff member of Action Aid as part of a new outreach initiative. Throughout the year, that office campaigned through public discussions, media events and awareness-building seminars in several European countries to promote human development partnerships with UNDP at the centre. Notable examples are its enlistment of soccer players in the campaign entitled "A Goal: Human Development" and its initiation of the World Alliance of Cities Against Poverty.

53. UNDP worked out an arrangement with the European Union to accept contributions from that organization while giving it access to UNDP financial information, including statements of accounts of programmes and projects. A United Nations/UNDP joint office was established in Brussels to maintain active liaison with European partners.

54. A weekly news bulletin, "UNDP FLASH", was created to keep country offices, NGOs and the media abreast of UNDP activities. It is distributed electronically worldwide, and to selected audiences in hard copy, in English, French, Spanish and Arabic.

55. Country offices supported these outreach efforts with numerous activities aimed at taking the case of SHD to a wider public. National SHD workshops, seminars and colloquiums brought together government officials, legislators, private sector groups and civil society representatives in Argentina, Bolivia, Cameroon, Mali, Namibia, Paraguay, Senegal, Togo, and Turkey. A similar agenda was pursued at the regional level through the ministerial meeting of the Association of South-East Asian Nations, regional preparatory committee meetings for WSSD, the Americas Summit in Miami, and through the publication of a strategy paper, "Towards A Latin American Vision of SHD".

56. Events surrounding the fiftieth anniversary of the United Nations gave UNDP the opportunity to sponsor NGO forums and several media and public awareness drives. Launches of the Human Development Report in all regions were important image-building events for the organization, resulting in unprecedented press coverage. The Administrator's visits to donor capitals in Europe and to a number of programme countries heightened the UNDP profile and helped to promote its cause and purpose, as did his full programme of speaking engagements, articles and media appearances covering North America and Japan. The important roles assigned to UNDP in following up at the national level on the agreements reached at WSSD and at the Fourth World Conference on Women suggest that the

organization's efforts to make its capabilities better known to the global community are bearing fruit.

C. The 1996-1997 biennial budget strategy and the successor programming arrangements

57. Two critical decisions taken by the Executive Board during 1995 established respectively a goal-driven budget and an innovative resource allocation framework giving operational effect to the new focus and strategies of UNDP.

1. Landmark one: the 1996-1997 biennial budget

58. In its decision 95/28, the Executive Board adopted measures that will provide support to the new vision and goals of UNDP while simultaneously streamlining and downsizing the organization to ensure that maximum resources are made available for programme expenditures. The planned reduction in 1996-1997 will be the third consecutive one at UNDP since 1992. By the end of the present biennium (1996-1997): total reductions in administrative costs in real terms introduced since 1992 will amount to $106 million and the total number of core staff positions will have been reduced by more than 600. Throughout the cuts, headquarters will have absorbed most of the downsizing through a reduction in core staff posts of 31 per cent. This may be compared with a planned reduction in comparable professional capacity in country offices of just 4 per cent. This relative weighing reflects deliberate efforts to safeguard the comparative advantage of UNDP as, first and foremost, a country-based organization.

2. Landmark two: the successor programming arrangements

59. The new core resource allocation framework adopted by the Executive Board in its decision 95/23 superseded the fixed IPF system installed in 1970. The framework provides for more flexibility in the assignment of programme resources and offers greater incentives for the design of more focused programmes. In this way, the new arrangements acknowledge the changed environment for development cooperation which focuses on priorities, performance and impact.

60. The new arrangements took operational effect under an initial set of guidelines issued to country offices in December 1995. In order to implement the new programming arrangements efficiently and to ensure enhanced delivery, UNDP will:

(a) Develop and refine, through review and feedback from country offices, clear policies, manuals and procedures for the smooth operation of the new arrangements;

(b) Put in place systems for allocating and tracking resources by purpose, as well as commitments and expenditures by budget line, in order to monitor and evaluate the use of resources;

(c) Develop and/or adapt appraisal, monitoring and evaluation instruments in order to enhance and monitor programme content and quality and provide stronger technical backstopping to country offices;

(d) Promote decentralization of the new arrangements consistent with accountability.

D. Improving support to the United Nations system

61. As an integral part of the United Nations system, UNDP believes that it has a major stake in the effective functioning of the world body and in the strengthening of system-wide operational partnerships for development. Support for the United Nations system was therefore an important 1995 objective. The ongoing reform effort within the United Nations, the major world conferences of 1995 and other key events in the United Nations calendar gave UNDP several opportunities to demonstrate its global competence in synthesizing United Nations policy agendas and its country-based advantage in undertaking follow-up actions.

62. Since July 1994, the Administrator has taken a number of initiatives on behalf of the Secretary-General to enhance United Nations coordination, particularly through the collaboration and coordination of operational activities at the country level. He has also been entrusted with managing and strengthening the resident coordinator system. During 1995, UNDP supported a number of initiatives arising from these responsibilities.

1. Support to the Secretary-General for policy coherence and coordination

63. Following the recommendations of the Secretary-General on a new Agenda for Development and the subsequent discussion of these recommendations by an ad hoc working group of the General Assembly, the Administrator was instrumental in bringing all United Nations Senior Officials together for three major meetings and one consultation. The New York-based Senior Officials met on nine occasions under the chair of the Administrator. A pattern of close consultation between the Secretary-General, the Administrator and other Senior Officials of United Nations departments, programmes, funds and regional commissions was established. As a result, important agreements were reached fairly quickly on mechanisms for bringing greater coherence to the development activities of the organization, at the regional and national level.

64. Under the Administrator's leadership, the Senior Officials established several working groups to deal with: strengthening cooperation between the United Nations and the Bretton Woods institutions (this group is chaired by the Associate Administrator); enhancing United Nations-NGO relations; and developing an improved United Nations public information strategy.

2. Special Initiative for Africa

65. The work of UNDP in shaping the United Nations System-wide Special Initiative for Africa contributed to the recent successful official launch of the Initiative in New York, with a satellite link to Geneva and Addis Ababa. At the same time, the Initiative was launched in headquarters cities of major United Nations agencies and in many African capitals. The Administrator's leadership role in the Steering Committee, which brings together UNEP, FAO, UNDP, UNESCO and the World Bank, will help to ensure that the expectations of the Initiative are met and that the new changes in the multilateral approach to development assistance in Africa take place. The official launch has marked the start of a political mobilization process that will continue for one year under the co-chairmanship of the Administrator and the Executive Secretary of the Economic Commission for Africa. The Steering Committee will ensure that concrete implementation plans, resource mobilization strategies and programme monitoring mechanisms are put in place. UNDP is lead, co-lead or participating agency in several components of the Initiative, mainly relating to social-sector development, poverty eradication and good governance. UNDP will play a major role in ensuring the successful implementation of the Initiative.

3. Integrated follow-up to United Nations conferences

66. Taking an approach articulated by the Administrator at the request of the Secretary-General, the United Nations Senior Officials also moved to integrate the activities of their respective agencies in the follow-up to United Nations conferences. The aim of this approach is to provide coordinated assistance to countries in linking together the outcomes of recent United Nations global conferences and in translating them into national policies and programmes. The officials agreed on a United Nations system-wide action plan, which was endorsed by ACC. To these ends, the present ACC initiative has:

(a) Established three headquarters-level inter-agency task forces on: (i) basic social services for all; (ii) full employment and sustainable livelihoods; and (iii) the enabling environment for people-centred sustainable development, chaired by UNFPA, the International Labour Organization (ILO) and the World Bank, respectively;

(b) Prepared the way for the Secretary-General to propose an inter-agency committee focused on the empowerment and the advancement of women. This group will look at the International Conference on Population and Development, WSSD, and the Fourth World Conference on Women in an integrated manner and cover specific areas related to women's empowerment and advancement not dealt with by the other inter-agency task forces;

(c) Called upon the regional economic commissions of the United Nations to develop concerted plans of action at the regional level in support of conference objectives; and

(d) Requested the Secretary-General to direct the United Nations resident coordinators, in close cooperation with United Nations country teams, in establishing thematic working groups at the country level, reflecting the

particular country situation, priorities, and needs with regard to key conference objectives.

4. Support for the resident coordinator system

67. The year 1995 saw a genuine shift in thinking take place in the United Nations and its agencies about ways to maximize the impact of operational activities by strengthening the resident coordinator system. This shift was driven by the leadership of the Secretary-General, strongly supported by the Administrator, and by firm political pressure from active reformists among Member States. Among the important actions that UNDP took or encouraged to further this change in the spirit of General Assembly resolution 47/199, the following may be cited:

(a) Creation of the Office of the United Nations System Support and Services (OUNS) to support the resident coordinator and provide enhanced financial support for the function;

(b) Endorsement by ACC of a key policy statement on the role and functioning of the resident coordinator system;

(c) Full disbursement of the $2 million Special Programme Resources (SPR) allocation for use by resident coordinators in mounting aid coordination initiatives;

(d) Expansion of the pool of recruitment of resident coordinators, with ten resident coordinators directly drawn from other United Nations organizations;

(e) Stronger definitions of resident coordinator assignments on the basis of clearly differentiated country-by-country needs;

(f) Active support by resident coordinators for the preparation of country strategy notes (CSNs) in 86 countries. By the end of 1995, over 40 of these CSNs had been completed;

(g) Full harmonization of the programming cycles of United Nations funds and programmes in 27 countries, with substantial progress made in another 55;

(h) Earmarking of 6 per cent of UNDP total programme resources for aid coordination and United Nations system support;

(i) Creation of a specially tailored training package for experienced resident coordinators in collaboration with the ILO Turin Centre. By mid-1996, 60 first-time and 60 experienced resident coordinators will have been exposed to new ideas and techniques. Fifteen workshops have been held on the management of field coordination for senior United Nations system representatives;

(j) Establishment of resident coordinators of United Nations theme groups or HIV/AIDS in 67 countries.

68. A strategic evaluation of the resident coordinator system was completed in late 1995 by the Office of Evaluation and Strategic Planning. A report is being prepared and will furnish insight into how the system can be further strengthened.

69. In its resolution 50/120 of December 1995, the General Assembly reaffirmed the invitation to the United Nations system to provide support to the resident coordinator system. Furthermore, it particularly emphasized the need to facilitate a coherent and coordinated follow-up to major United Nations conferences at the field level. The General Assembly also reaffirmed the need to enhance the responsibility and authority of resident coordinators for the planning and coordination of programmes. All measures taken by UNDP referred to above should clearly contribute to the full implementation of the renewed mandate of resident coordinators.

5. UNDP and countries in crisis

70. In view of the escalating need for development-oriented services to countries in crisis, UNDP intensified its efforts during the year to become a stronger partner for United Nations agencies and departments concerned with refugees, the internally displaced and other victims of man-made and natural disasters. A significant expansion of UNDP country-level work in peace-building, national reconciliation and reconstruction continues to take place. Major initiatives have been undertaken or are under way in Angola, Cambodia, Mozambique, Rwanda, the West Bank and Gaza and in countries of Central America, with particular attention given to mobilizing resources for post-crisis recovery. As noted earlier, UNDP-led round-table meetings in Angola and Rwanda generated about $1 billion each in 1995 for reconstruction.

71. UNDP also made a major commitment to support the Department for Humanitarian Affairs (DHA) by working to ensure that the resident coordinators located in countries experiencing complex and other emergencies have the training and experience to serve effectively as United Nations humanitarian coordinators. A task force consisting of UNDP and the World Bank is also developing pilot cooperative programmes in targeted countries.

72. The Emergency Response Division was enhanced to backstop the resident coordinator and UNDP country teams in a variety of pre-crisis, crisis and post-crisis situations. New, more flexible rules and procedures were adopted for use in these special circumstances and a good start was made on compiling rosters of well-qualified personnel for crisis management assignments. However, more progress needs to be made in designing mechanisms for the flexible deployment of UNDP staff to serve in emergency situations.

E. Improving management accountability and information systems

73. Promoting rigorous accountability and transparency in the management of financial, human and other resources has received the highest priority in UNDP over the last two years. As the 1995 UNDP Plan underscored, the organization's accountability covers both financial management and the quality of programme

performance and evaluation. Cutting across and underpinning these two aspects of accountability are the vital matters of individual performance and effective information support.

1. Financial accountability: audit and management reviews

74. The 1995 UNDP Plan called for expanded audit coverage using independent professional firms. During the year, 109 audits were completed by the Division for Audit and Management Review: 40 of these were conducted by management auditors and 69 by private consulting firms. Fifteen monitoring missions by management auditors were carried out in the context of national execution and 899 programmes and projects were audited for 72 Governments by national audit authorities and private firms. The trend towards outsourcing audits of country offices to consulting firms, which began in Asia, extended into Africa, with the Regional Service Centre in Harare contracting an international group for this purpose. Audits which received special attention in 1995 included those in Angola, Bahrain, Barbados, Bolivia, Ghana, Liberia, Sudan and that of UNIFEM. Management reviews and audits were also completed for five central Asian country offices (Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan).

75. Among other significant developments, compliance rates for audits of nationally executed projects continued to improve, rising from 8 per cent in 1989 through 58 per cent for reports due in 1994 to 69 per cent for reports due in 1995. More vigilant monitoring was responsible for this encouraging trend.

76. The Division for Audit and Management Review (DAMR) is responsible for the internal audit of the United Nations Office for Project Services (UNOPS). During 1995, the DAMR coverage of UNOPS activities included projects financed by cost-sharing contributions, trust funds and self-financing arrangements. Following an agreement between UNDP and the World Bank, the audit of 1994 financial statements for 26 Management Service Agreements was also completed.

77. UNDP issued a revised edition of its Financial Regulations and Rules in English, French and Spanish. A revised edition of the Personnel Manual II (Internationally Recruited Staff) was issued in English and the French and Spanish versions will be issued in 1996. Substantial work was done in preparing a complete revision of the Organizational Handbook. A draft was prepared and is expected to be finalized in 1996.

78. In addition to these measures, a comprehensive review of existing UNDP policies and practices of accountability was commissioned in November 1995 by a task force chaired by the Associate Administrator. A report will be presented to the Executive Board at its second regular session 1996.

2. Individual accountability

79. The essence of promoting individual accountability lies in setting clear, mutually agreed-upon expectations at the outset and in holding staff accountable for meeting those expectations. During the year, in addition to issuing

circulars detailing staff responsibilities for various aspects of financial and personnel management, the Administrator moved to: establish the Standing Committee on Personal Responsibility and Financial Liability to hear cases involving infractions of the Financial Regulations and Rules; increase the use of disciplinary action for staff misconduct; review the approach of UNDP to decentralized/delegated authority and institute measures for strengthening managerial accountability; support the promulgation of a code of ethics and guidelines on the professional responsibilities of staff in the exercise of their official duties; and increase transparency by linking individual performance to the UNDP Plan through the unit work plan. Together with the other measures cited in the present section, these steps put UNDP at the forefront of the drive for greater accountability in the United Nations.

3. Evaluation and programme performance measurement

80. A full report on UNDP evaluation activities during 1995 was submitted to the Executive Board at its second regular session 1996 (DP/1996/14). As noted in that report, evaluation continued to emphasize three key elements: sustainability, results-based management and the dissemination of findings. During the year, a substantial portfolio of strategic evaluations was completed on the following topics: national execution; UNDP co-financing; the resident coordinator function; the relationship between UNDP and the Inter-American Development Bank; and the role of UNDP in the energy sector.

81. These independent studies have helped UNDP to discharge its essential accountability function in areas of considerable importance to the organization. They also validate what initially was largely a theory, namely that major evaluations can effectively support strategy formulation, policy development and decision-making on key issues. Findings have been referred to senior management for policy attention and to support decision-making on their follow-up. The lessons learned have been integrated into policy papers and, in some cases, new guidelines have been issued or are being prepared. These studies are thus helping to ensure a pre-eminent position for evaluation in setting the course of the organization. In addition, OESP has also established a new series of publications on "Lessons learned" as part of the UNDP drive to become an organization that learns from, and applies, the knowledge and findings generated by evaluations. Seven titles have so far appeared in this series and have been distributed to all country offices and throughout headquarters. A UNDP training manual on techniques in participatory evaluation was also initiated and will be published by mid-1996.

82. Programme quality issues were addressed by the introduction of a new approach: programme impact and performance assessment (PIPA). This approach is intended to enable UNDP to measure and report on programme results by establishing an objective basis for performance measurement at the planning/design stage, achieving impact through results-oriented monitoring during implementation, and acquiring a better understanding of programme impact through value-added evaluations at the end of the programme. When fully tested, PIPA will provide a means to deal with the quality and impact of programme results throughout the organization. Its pilot phase was expanded during the year to include some of the centres of experimentation. Four country offices

(Bolivia, Costa Rica, Egypt and Viet Nam) were introduced to the PIPA approach and are now applying the concepts at the design stages of selected programmes.

83. Developing the capacity of programme countries to evaluate national programmes is an ongoing priority for UNDP that has, for several years, provided training in monitoring and evaluation for country offices and partner Governments, periodically updating course modules to take account of different trends. In 1995, UNDP sponsored two subregional seminars, in Argentina and Ethiopia, in which UNDP national staff, government counterparts and NGOs participated. A third seminar took place in Malaysia in March 1996. Through these seminars, 90 people were trained in new monitoring and evaluation techniques. Furthermore, the conclusions of the seminars will contribute to a revision of the current evaluation guidelines with a view to making them more realistic and user-friendly to the country offices.

84. In its capacity as chair of the Inter-Agency Working Group (IAWG) on Evaluation, UNDP made particular efforts to promote collegial approaches to system-wide issues in monitoring and evaluation. This spirit of partnership will be critical to the success of the IAWG new brief to monitor the fulfilment of recommendations on monitoring and evaluation of the triennial comprehensive review.

85. UNDP is also the convener of the working group on monitoring and evaluation for the Joint Consultative Group on Policy (JCGP). In the last two years, UNDP has led the process of formulating a harmonized set of guidelines on monitoring and evaluation for JCGP agencies. The guidelines provide an overall framework within which each agency's monitoring and evaluation procedures and practices can be adapted or reoriented.

4. Information management

86. The task of modernizing the organization's information management system, which consists of numerous subsystems that were designed in and for different environments at different times, is a large one that will be accomplished in stages over a period of time. In the course of the year, UNDP made some progress in defining and developing the requirements for the delivery of support systems capable of meeting its information needs in communications infrastructure, programme data classification, human resources and programme management. Among priority initiatives advanced during 1995 the following may be noted:

(a) A steering committee was established to oversee the reclassification of fifth cycle projects according to the new areas of focus of UNDP. This exercise is considered to be a short-term solution to satisfy the need for information regarding recent programme trends. A longer-term approach is under study. The exercise is targeted for completion during the first quarter of 1996;

(b) The Integrated Management Information System (IMIS), a support system developed and used by the United Nations Secretariat, was adopted for use by UNDP in 1994 to modernize the administration of personnel. In 1995,

enhancements were made to the Release 1 version of IMIS to meet the human resource requirements of UNDP, UNFPA and UNOPS. Training is currently under way with implementation in headquarters units scheduled for the first quarter of 1996;

(c) The Integrated Programme Management (IPM), an umbrella information management strategy adopted in 1994 to address the programme support system needs of UNDP, calls for individual projects executed at different speeds over four development phases with outputs delivered in stages. Under the IPM umbrella, six projects became functional during 1995:

(i) A decentralized programme management project, which acts as a catalyst for the other IPM projects. It coordinates the two functional dimensions of the organization: executive management and programme management. The project has conducted fact-finding activities, including interviews with headquarters and country office staff to identify the managerial and information requirements of users and to establish priorities. The findings and recommendations of the project, which will be followed by a conceptual prototype, will be available shortly;

(ii) A document management system project, charged with defining, developing and delivering an electronic document-handling mechanism. This mechanism is scheduled for pilot-testing during 1996 by selected headquarters units and country offices;

(iii) A Project Financial Management System project, which has delivered a replacement for the programme/project management system at UNDP headquarters. The new system modernizes the tracking of project budgets and expenditures. The project plans to deliver a better financial reporting facility for UNDP by the end of the first quarter of 1996;

(iv) A Financial Information Management project, which is currently pilot-testing a replacement for the country office programme/project management system in 13 offices across two regions. This improved tool will also supersede the UNDP financial monitoring system for nationally executed projects and provide for full electronic transfers of financial data between country offices and headquarters;

(v) A project to support the information requirements of the resident coordinator system, which was recently identified and is being formulated;

(vi) A project to enhance the UNDP development cooperation and analysis system, which has effected a number of functional and technical improvements to the electronic mechanism by which UNDP country offices produce their Development Cooperation Reports. The new version is ready and is being distributed to country offices.

IV. CONCLUSION

87. The year 1995 saw UNDP take bold and imaginative steps to maintain its position as one of the leaders in institutional reform within the United Nations system. The changes that have so far been introduced with the encouragement and guidance of the Executive Board have centred on: (a) focusing UNDP on high-priority development objectives; (b) building a leaner, more accountable organization; (c) strengthening the quality, responsiveness and impact of the UNDP programme; (d) supporting the United Nations system and resident coordinators; (e) enhancing UNDP service to people in crisis; and (f) creating new partnerships for development cooperation. The momentum that has been generated in these directions must be sustained.

88. With its first organization-wide plan, UNDP has developed a useful framework for aligning its human, financial and technical resources with its overall vision, objectives and strategies. In the process, the organization has developed a human resources strategy for investing in the core competencies that the organization and its staff will require to manage change and accomplish the new mission successfully. Plan implementation has also confirmed the strength that resides in taking a team-based approach to challenges that cut across functions, bureaux and units.

89. During the year in review, clear strides have been taken towards fulfilling the commitments that UNDP made to itself and its stakeholders in embarking on this plan. By their nature, most of these commitments remain highly pertinent to the ongoing work of UNDP. Indeed, the five operational objectives of the plan have remained in effect for the first half of 1996. Results achieved and, more importantly, those results that have yet to be achieved, will influence the choice of goals to be set in the next plan period - and also the pace to be set for their attainment. The achievements of the year cited in the present report provide grounds for facing the future with confidence.

V. EXECUTIVE BOARD ACTION

90. The Executive Board may wish to take note of the present report.

Annex

SAMPLE OF 1995 PROJECT APPROVALS: BY AREA OF FOCUS

Poverty eradication

Regional
Civil society empowerment and poverty reduction in sub-Saharan Africa;
Cooperation between Latin America and the Commonwealth of Independent States on poverty eradication and governance;
Development of Murmansk region;
Impact of socio-economic and fiscal policies on poverty eradication in South Asia;

National

Angola	-	Workshop on SHD
Bulgaria	-	Social security
Cambodia	-	Resettlement and regeneration programme
China	-	Poverty eradication programme
Comoros	-	Poverty alleviation council
El Salvador	-	Small farmer development
Haiti	-	Poverty alleviation
India	-	SHD sensitivity tests
Indonesia	-	Poverty programme
Mongolia	-	Poverty eradication
Morocco	-	Rural poverty alleviation
Myanmar	-	Grass-roots initiatives
Namibia	-	Shelter programme
Somalia	-	Rural rehabilitation programme
Sudan	-	Area development programme
Thailand	-	Economic and social development plan
Togo	-	Reducing poverty by teaching basic skills
Viet Nam	-	Multisectoral poverty study
	-	United Nations poverty report
Zambia	-	Social sector rehabilitation and development

Employment and sustainable livelihoods

Belarus	-	Job-creation project
Bhutan	-	Human resources development
Chad	-	Support for entrepreneurs
El Salvador	-	Small farmer project
Guinea	-	Private sector development
India	-	Jute industry programme
Kenya	-	Employment for disabled persons
Libya	-	Job creation for economically disadvantaged orphan youth
Madagascar	-	Fish production in rice fields
Mexico	-	Supporting small and medium-size enterprises
Namibia	-	Sustainable fish production
Sierra Leone	-	Rural roads project
Tanzania	-	Integrated fisheries development programme
TCDC	-	Technology transfer in rural agricultural development
	-	Assistance to economies in transition
	-	Small enterprise development and employment generation
Venezuela	-	Employment-generation programme

Gender

Algeria	-	Participation of women in development
Argentina	-	Assisting low-income mothers and children
Cambodia	-	Expanding economic opportunities for women
Ecuador	-	Community self-help and promotion of women
Ghana	-	Enhancing opportunities for women
Madagascar	-	Training women for productive jobs
Moldova	-	Curbing violence against women
Mozambique	-	Help for women entrepreneurs
Nepal	-	Enterprises for women to support tourism
Turkey	-	Participation of women in national development

Environment

Global/regional

Tumen area development project
Hidrovia waterway project
Mediterranean environmental programme
Support for protection of ozone layer (40 countries)
Convention to combat desertification
South Asia cooperation on energy, water sharing and toxic waste
Support to Barbados programme of action
Coastal zone management - Red Sea
Protecting the Arctic eco-system
Establishment of international network on small hydro power

National

China	-	Sustainable Development Network (SDN) programme
Costa Rica	-	Forest protection
Cuba	-	New technology for processing waste for swine feed
Democratic Peoples Republic of Korea		Technology for energy expansion
India	-	Ozone project
Jordan	-	Improving forest and range management
Madagascar	-	Fighting highland soil erosion
Panama	-	Tropical forest action plan
Republic of Korea		Integrated pest management
Tuvalu	-	Water storage and conservation
Uganda	-	Community water supply programme
Venezuela	-	Sustainable development of renewable natural resources

Initiatives on governance (Human rights, electoral process)

Chad	-	Support to electoral process
Ecuador	-	Educating army on human rights
Haiti	-	Support to governance development
Kyrgyzstan	-	Election support
Mozambique	-	Peace fund
	-	Support to first election
Nicaragua	-	Community participation to promote democracy
Papua New Guinea	-	UNDP role in governance
Rwanda	-	Rehabilitation of judiciary
Tanzania	-	Support to elections
Viet Nam	-	Conceptualizing public administration reform and mobilizing resources
Zambia	-	Decentralization programme